

SECTION 14:**PAY DIFFERENTIALS**

PAY DIFFERENTIAL 24
CEA RECOGNITION PAY (CalPERS Only)

Effective: 07/01/98

Amended: 07/01/04

CLASS TITLE	CLASS CODE	CB/ID	RATE	EARNINGS ID	DEPARTMENT
Career Executive Assignment (CEA)	7500	M01	0-15% of Annual Base Pay	9M	CalPERS
General Counsel, CalPERS, CEA			0-30% of Annual Base Pay		

CRITERIA

Employees in CEA positions at the California Public Employees Retirement System who have been evaluated in accordance with the Career Executive Compensation Plan as adopted and approved by the CalPERS Board of Administration on March 17, 1998.

An employee shall receive recognition pay only once in a fiscal year. It is awarded based on performance during the preceding fiscal year.

IF APPLICABLE, SHOULD PAY DIFFERENTIAL BE:

PRO RATED	No
SUBJECT TO QUALIFYING PAY PERIOD	No
ALL TIME BASES AND TENURES ARE ELIGIBLE	No
SUBJECT TO PERS DEDUCTION	No

INCLUSION IN RATE TO CALCULATE THE FOLLOWING BENEFIT PAY

OVERTIME	No
IDL	No
EIDL	N/A
NDI	N/A
LUMP SUM VACATION	No
LUMP SUM SICK	No
LUMP SUM EXTRA	No

SECTION 8:**VARIABLE COMPENSATION****CAREER EXECUTIVE ASSIGNMENT (CEA) PAY LEVELS**

CEA level assignment and changes in level assignments are delegated to departments. The level of a CEA is determined based on the criteria beginning on page 8.4. Modifications to the criteria which address specific department needs must be approved by Department of Personnel Administration (DPA). **ALL EXCEPTIONS TO THE CRITERIA FOR LEVEL ASSIGNMENT OR CHANGES IN LEVEL ASSIGNMENT MUST BE SUBMITTED TO DPA FOR APPROVAL.**

The Department of Personnel Administration (DPA) treats the CEA band as one class for salary purposes. The five levels are retained for the State Personnel Board (SPB) to use for status determinations such as when a movement into or within the band is a transfer, promotion, or reinstatement. SPB evaluates status issues based on the assigned level of the CEA position, not the salary of the individual. The five levels used for this purpose are:

Level 1	\$6173 to \$7838
Level 2	\$7815 to \$8616
Level 3	\$8594 to \$9476
Level 4	\$9018 to \$9939
Level 5	\$9544 to \$13,381 (MAXIMUM rate for nonphysicians/nonattorneys/nonengineers is \$10,520)

For determining salary relationships between the class of CEA and other classes, SPB levels should be used. Contact SPB before granting any movement of 10% or more or a series of movements totaling 10% or more, which impacts the assigned level and status of an incumbent. SPB determines when examinations are required for the movement.

Salary movements between classes in State service as provided by DPA salary Rules 599.674, 599.675, and 599.676 require status in the "from" class; the applicable salary rules specify "a permanent or probationary employee who moves to another class without a break in service." Movement from CEA appointments may also be made in accordance with the above DPA salary rules. Therefore, to determine the appropriate salary rate upon movement between classes, comparison of salary ranges is made from the class in which the employee has permanent, probationary, or CEA status.

DPA treats the CEA band as one class for salary purposes, including the salary rate upon appointment to another class and determining CEA 90-day red circle rates. An incumbent may move to a higher flat salary rate when his/her position is upgraded to a different level and/or his/her performance and contribution to the department warrant it. For example, an employee whose position remains appropriate at Level 1 can move above the top flat rate in the range utilized for SPB purposes. Annual salary movements of CEAs will not exceed a maximum of ten percent in a fiscal year. SPB approval is not required for performance-based salary movement, labor market adjustments, or other salary adjustments within the band. Requests to exceed the ten percent annual salary movement in a fiscal year or the maximum rate for nonphysicians/nonattorneys/nonengineers must be submitted to DPA's Classification and Compensation Division for approval.

There are no automatic or general salary increases for incumbents in the CEA band. The CEA band class has a salary grid of flat rates, as authorized by DPA Rule 599.985, from \$6173 to \$13,381 per month. An incumbent of a CEA position that does not require possession of the

legal requirements to practice medicine in California, or does not require membership in The State Bar of California, or does not require a valid certification of registration as an engineer issued by the California State Board of Registration for Professional Engineers shall be compensated in the zone grid that extends from the minimum of CEA Level 1 to \$10,520.

DEPARTMENTS DO NOT HAVE AUTHORITY TO PAY NONPHYSICIAN OR NONATTORNEY OR NONENGINEER CEA INCUMBENTS ABOVE \$10,520. The salary rate assigned to a CEA band position is the flat rate for that position based on the position's current value to the appointing power and the performance of the incumbent. Incumbents of CEA band positions are not entitled to merit salary adjustments (MSA) since each position is assigned a flat rate. Item 330 (Anniversary Date) on the employee's PAR document shall reflect NONE if less than MAX.

DPA treats the CEA band as one class for salary purposes. Therefore, the salaries for each level are reflected as follows in the "Alphabetical Listing of Classes":

Level 1	\$6173 to \$13,381
Level 2	\$6173 to \$13,381
Level 3	\$6173 to \$13,381
Level 4	\$6173 to \$13,381
Level 5	\$6173 to \$13,381

- DEPARTMENTS DO NOT HAVE THE AUTHORITY TO PAY NONPHYSICIAN OR NONATTORNEY OR NONENGINEER CEA INCUMBENTS ABOVE \$10,520

CalPERS CEA Allocated Levels

CEA Pay Level	Characteristics of the Position
SPECIAL*	Deputy Executive Officer / Director External Affairs <ul style="list-style-type: none"> • Direct reporting relationship to the CEO / Board reportable position • Responsibility for the operation of the department's primary mission programs • Significant responsibility and interaction with the Board and external entities • Represents the CEO and acts on CEO's behalf
CEA 5 Attorney / Physician \$13,381	Deputy General Counsel / Deputy Chief Actuary <ul style="list-style-type: none"> • Special expertise or skill requirement, i.e., Legal, Actuarial (DPA approval required)
CEA 5 \$9,544 - 10,520	Assistant Executive Officer <ul style="list-style-type: none"> • Direct reporting relationship to CEO, DEO or other Board reportable • Direct reporting relationship/dotted line to Board • Most significant policy formulation • Broadest scope, complexity and sensitivity • Responsibility for overseeing the functions of a Branch
CEA 4 \$9,018 - 9,939	Assistant Executive Officer or Project Manager <ul style="list-style-type: none"> • Responsibility for overseeing the functions of a Branch • Responsibility for particularly large, high impact project or other special assignment of particular size, scope or sensitivity • Special expertise or skill requirement, i.e. IT, Legal • Significant policy formulation and/or implementation responsibility
CEA 3 \$8,594 - 9,476	Division Chief <ul style="list-style-type: none"> • Responsible for major segment of department's primary mission, i.e., retirement, health, IT or investment programs • Special sensitivity/complexity of program • Significant policy influence or implementation responsibility
CEA 2 \$7,815 - 8,616	Division Chief <ul style="list-style-type: none"> • Responsible for fully-developed program function • Responsible for administrative functions of major consequence Policy influence and responsibility for implementation of policy
CEA 1 \$6,173 - 7,838	Duties are primarily administrative in nature Function is one-dimensional, minimal management responsibility Sensitive, but no division chief responsibilities

*DPA has granted exceptional salary rates for incumbents only

The following factors are applied to assist in determining the appropriate CEA pay level:

- Size of staff (branch or division)
- Critical project or program responsibility
- Additional special assignments outside of regular duties/function
- Extraordinary skill, expertise, or experience of the incumbent
- Responsibility for ongoing support for a standing Committee of the Board
- Equity considerations in branch or division
- Tenure in CEA position (e.g. newly-appointed CEA may be at a lower pay level)
- Salary compaction with civil service classifications (e.g. IT, Legal classes)

**Department of Personnel Administration
Memorandum**

TO: Personnel Management Liaisons (PML)

SUBJECT: CEA Salary Program	REFERENCE NUMBER: 2008-012
DATE ISSUED: 03/26/08	SUPERSEDES:

This memorandum should be forwarded to:

**Personnel Officers
Personnel Transactions Supervisors**

FROM: Department of Personnel Administration
Classification and Compensation Division

CONTACT: Debbie Baldwin, Executive Compensation Manager
(916) 323-8495
Fax: (916) 327-1886
DebbieBaldwin@dpa.ca.gov

Due to severe budget constraints, CEA salary increases will be limited effective immediately and until further notice. The Department of Personnel Administration (DPA) PML 2006-006 is rescinded and the following shall apply:

- Appointments shall be within the salary range for the applicable CEA level approved by DPA. Upon initial appointment, a CEA shall be entitled to the rate within the salary range five percent above the rate last received or minimum of the range.
- After the initial appointment and the first 12 months of service, a CEA may be granted a five percent salary increase up to the maximum of the CEA level. The annual salary movement for CEAs shall not exceed a maximum of five percent in a fiscal year up to the maximum of the level (which is consistent with rank and file classifications having the ability to move via a Merit Salary Adjustment).
- Salaries shall not exceed the maximum of the authorized CEA level. The authorized salary range for each CEA level is:

CEA 1	\$6,173 - \$7,838
CEA 2	\$7,815 - \$8,616
CEA 3	\$8,594 - \$9,476
CEA 4	\$9,018 - \$9,939
CEA 5	\$9,544 - \$13,381

The **maximum** rate for non-attorneys, non-engineers, and non-physicians is \$10,520.

- All CEAs currently above the maximum of their respective level are frozen.
- If a CEA's current salary is above the maximum of their appointed level, the CEA may retain their current salary upon appointment to a new CEA.

- A salary exception may be made if a CEA can demote to a subordinate classification that has a higher salary rate than the CEA class. Example: A District Manager (CEA 2) who has an engineering license and has reinstatement rights to a Supervising Transportation Engineer.
- All exceptions to exceed the five percent salary movement within a fiscal year must be submitted to DPA's Executive Compensation Unit for approval.
- Any salary movement into the "Restricted Zone" for Engineers, Attorneys, and Physicians must be submitted to DPA's Executive Compensation Unit for approval.

DPA is conducting an audit to ensure that salaries above CEA Level 5 are restricted to Attorneys, Engineers, and Physicians, or are DPA approved exceptions. Additional salary policies may be forthcoming based on the results of that audit.

Exempts

The Governor's Office may authorize an increase for an Exempt appointee. DPA will provide a recommendation for the Governor's Office consideration. **Departments must submit Exempt Position Requests to DPA as well as to the Governor's Office.** Approval will be limited and justified on a case-by-case basis.

/s/Belinda Collins

Belinda Collins, Chief
Classification and Compensation Division

CEA APPOINTMENT & SALARY DETERMINATION WORKSHEET

CEA Position		Incumbent or Proposed Hire	
Title:		Name:	
DPA Allocated level		Current class/level	
Salary Range		Current salary	

ACTION REQUESTED:

<input type="checkbox"/>	New hire into CEA position/determine hiring salary
<input type="checkbox"/>	Increase in base salary of current CEA incumbent
<input type="checkbox"/>	Limited Duration CEA Pay Differential in accordance with Pay Differential 71
<input type="checkbox"/>	JUSTIFICATION FOR INCREASE:

ISSUES TO CONSIDER:

<input type="checkbox"/>	DPA Allocated level of position	
<input type="checkbox"/>	Name of last incumbent	
<input type="checkbox"/>	Actual salary of last Incumbent	
<input type="checkbox"/>	Proposed candidate's current classification	
<input type="checkbox"/>	Proposed candidate's current salary	
<input type="checkbox"/>	5% increase would be	
<input type="checkbox"/>	Increase to maximum of allocated CEA level of position ¹	
<input type="checkbox"/>	Special candidate requirements	
<input type="checkbox"/>	Temporary assignment of higher-level responsibilities	
<input type="checkbox"/>	Reporting relationship to the Board	
<input type="checkbox"/>	Responsibility for Board Committee	
<input type="checkbox"/>	Equity considerations/comparisons:	
<input type="checkbox"/>	• Longer tenure at CalPERS	
<input type="checkbox"/>	• Longer service/experience as CEA	
<input type="checkbox"/>	• Others in same branch	
<input type="checkbox"/>	• Others at same level in organization	
<input type="checkbox"/>	Performance incentive award potential	

APPROVAL:

Salary Rate at Appointment to CEA:		CEA LEVELS
Effective Date:		CEA 1 \$6173 – 7838
Salary Increase to Incumbent:		CEA 2 7815 – 8616
Effective Date:		CEA 3 8594 – 9476
Permanent or Temporary Increase/expiration:		CEA 4 9018 – 9939
		CEA 5 9544 – 10,520 (drs / attys max 13,381)

APPROVED:

Chief Executive Officer / Deputy Executive Officer

Date

BOARD OF ADMINISTRATION FINAL APPROVAL:

(Not required for Limited Duration Pay Differential)

Effective date of approval

CEO / DEO initials

¹ Per DPA PML Ref. No. 2008-012, upon initial appointment, the CEA shall be entitled to the rate within the salary range five percent above the rate last received or the minimum of the range.



REQUEST FOR CHANGE IN CEA OBJECTIVES

Requests for Changes in CEA Objectives should be limited to those resulting from circumstances that could not have been reasonably anticipated. Please submit change request as soon as unforeseen circumstance is known, or in conjunction with quarterly status report.

Upon completion, please save changes & rename this document. E-mail to your supervisor for approval, with a copy to Alda Ferreira in Human Resources.

Name:		Position:	
I. MODIFICATION TO CURRENT DELIVERABLE			
Subject	Current Deliverable	Revised Deliverable	Reason for Change
II. ADDITION OF NEW DELIVERABLE			
Subject	Proposed New Deliverable	Rationale	

1. SUPERVISOR'S APPROVAL:

Signature _____ Date _____

2. DEPUTY EXECUTIVE OFFICER: **Approved** **Denied**

Signature _____ Date _____

3. HRD:
Approved changes will be incorporated into objectives by HRD.

CEA PERFORMANCE APPRAISAL & AWARD WORKSHEET

Employee Name: _____	Position Title: _____
Evaluation Period (fiscal year): _____	
Rater / Manager: _____	
Reviewing Officer: _____	

PART I: LEADERSHIP PERFORMANCE REVIEW

The Leadership Performance Review is used to rate overall managerial competency as defined in the *CEA Leadership Expectations Guidelines* (attached). This portion of the appraisal accounts for 30% of the total performance award, and will be used in the consideration of any base pay increase.

CRITICAL MANAGERIAL COMPETENCIES:		Supervisor Ratings Indicated by Checkmark					
		Ratings and Numeric Values:					
		Does Not Meet Expectations 0 points	Meets Expectations 1.0 points	Exceeds Expectations 1.5 points			
1	Leadership & Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2	Human Resource Management & Diversity Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3	Commitment to Continued Personal Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4	Succession Planning Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5	Business Planning and Fiscal Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6	Executive / Board Relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7	Demonstration of Core Values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
OVER-ALL RATING (Average of above ratings):							
RATER COMMENT INSTRUCTIONS: Make your narrative comments brief and succinct. The detailed expectation guidelines attached to the appraisal form are intended to fully describe particular competencies. It is not necessary to address each one separately. You are encouraged to contact previous supervisor(s) in instances in which you determine your time supervising an executive may not be sufficient to complete the review.							

EMPLOYEE COMMENTS:**COMMENTS OF THE REVIEWING OFFICER:****PART II: CEA PERFORMANCE OBJECTIVES REVIEW**

The CEA Performance Objectives Rating section is used to rate individual CEA objectives according to the Performance Rating Schedule listed below. This portion of the appraisal accounts for 70% of the total performance award.

Performance Rating Schedule	Performance Rating Value (Multiplier):
<i>Exceeds Expectations:</i> Results exceeded requirements or expectations for the objective and met one or more of the following criteria: complex and/or sensitive, may have required Board, Executive, or legislative approval; completed ahead of schedule, at less than projected costs or with fewer resources, results exceeded stakeholders' expectations. Driven primarily by an individual CEA; end result may not have been within the control of the CEA but objective was met anyway.	1.1 - 1.5
<i>Meets Expectations:</i> Results met requirements or expectations for the objective and met one or more of the following criteria: was of average complexity and sensitivity, did not require any unique expertise by the individual, may have been shared by multiple CEAs did not require a single individual effort greater than the team; was completed on time, within budget or generated projected cost savings, and generally achieved desired results by stakeholders. End result was within control of the individual CEA.	.6 - 1.0
<i>Does Not Fully Meet Expectations:</i> Results were not achieved or were achieved at significantly less than expected levels, including one or more of the following: <ul style="list-style-type: none">○ Assignment was completed, but behind schedule, exceeded budget or did not fully meet projected cost savings, or generated some but not all desired results by stakeholders;○ Assignment was completed well behind schedule, significantly exceeded budget or did not generate projected cost savings, generated little, if any, desired improvements or was poorly received by stakeholders.○ Objective may have been shared with others, but was within control of the individual CEA.	0 - .5

LAST NAME (2)

1. Sustaining Member Financial & Health Security**Rater Comments:**

Manager comments on performance objective inserted here.

Performance Rating (Multiplier):**1.5****Rating Scale****Incentive Schedule
Value (Multiplier):**

Exceeds Expectations

1.1 - 1.5

Meets Expectations

.6 - 1.0

Meets Some, Not All Expectations

0 - .5

2. PSR / ETM / PERT**Status at End of Fiscal Year:**

Manager comments on performance objective inserted here.

Performance Rating (Multiplier):**1.5****Rating Scale****Incentive Schedule
Value (Multiplier):**

Exceeds Expectations

1.1 - 1.5

Meets Expectations

.6 - 1.0

Meets Some, Not All Expectations

0 - .5

3. Governance / Risk Management Initiative**Rater Comments:**

Manager comments on performance objective inserted here.

Performance Rating (Multiplier):**1.5****Rating Scale****Incentive Schedule
Value (Multiplier):**

Exceeds Expectations

1.1 - 1.5

Meets Expectations

.6 - 1.0

Meets Some, Not All Expectations

0 - .5

4. Organizational Infrastructure**Rater Comments:**

Manager comments on performance objective inserted here.

Performance Rating (Multiplier):**1.5****Rating Scale****Incentive Schedule
Value (Multiplier):**

Exceeds Expectations

1.1 - 1.5

Meets Expectations

.6 - 1.0

Meets Some, Not All Expectations

0 - .5

PART III: 2009-10 PERFORMANCE SUMMARY & AWARD COMPUTATION

This computation is completed by Human Resources staff.

Name: _____

Position: _____

Base Salary: \$100,000

Review Period: July 1, 2009 - June 30, 2010

LEADERSHIP PERFORMANCE REVIEW RATING (Part I of Appraisal):

Critical Competencies Appraisal (30% of total award)	Weight	x	Multiplier	=	Factor Product
Leadership Performance Review Overall Rating	30%		1.5		0.4500
SUBTOTAL:	30%				0.4500

INDIVIDUAL CEA OBJECTIVES REVIEW RATINGS (Part II of Appraisal):

Achievement of Performance Objectives (70% of total award)	Weight	x	Multiplier	=	Factor Product
Sustaining Member Financial and Health Security	17.50%		1.5		0.2625
PSR / ETM / PERT	17.50%		1.5		0.2625
Governance / Risk Management Initiative	17.50%		1.5		0.2625
Organizational Infrastructure	17.50%		1.5		0.2625
SUBTOTAL:	70.00%				1.05
FACTOR PRODUCT TOTAL (Part I + Part II):	100%				1.50

CURRENT ANNUAL SALARY: \$100,000

Times Target Incentive Percent: 10%

Equals Target Incentive Amount \$10,000

Times Factor Product Total 1.50

ANNUAL INCENTIVE AWARD: \$15,000

AWARD % OF ANNUAL SALARY: 15%

Rating Scale for Multipliers:	
Exceeds Expectations	1.1 - 1.5
Meets Expectations	.6 - 1.0
Meets Some, Not All Expectations	0 - .5

PART IV: BASE PAY INCREASE RECOMMENDATION

Name: _____

Position: _____

Allocated Level of Position: _____

Salary Range for Allocated Level: _____

Current Base Salary: _____

Months in Position: _____

Is employee eligible for base salary increase?

Yes

☐

No

☐

Other Relevant Factors (HRD to complete if necessary):

Comments (Supervisor):

For the reasons stated above, I recommend the following base salary increase: _____

New Base Salary: [insert base salary adjustment computation here]

MANAGER / RATER: This report represents my observations and documentation and has been discussed with employee.

SIGNATURE

DATE

EMPLOYEE: In signing this report I do not necessarily agree with the rating.

SIGNATURE

DATE

REVIEWING OFFICER:

SIGNATURE

DATE

EXECUTIVE APPROVAL:

SIGNATURE OF CHIEF EXECUTIVE OFFICER

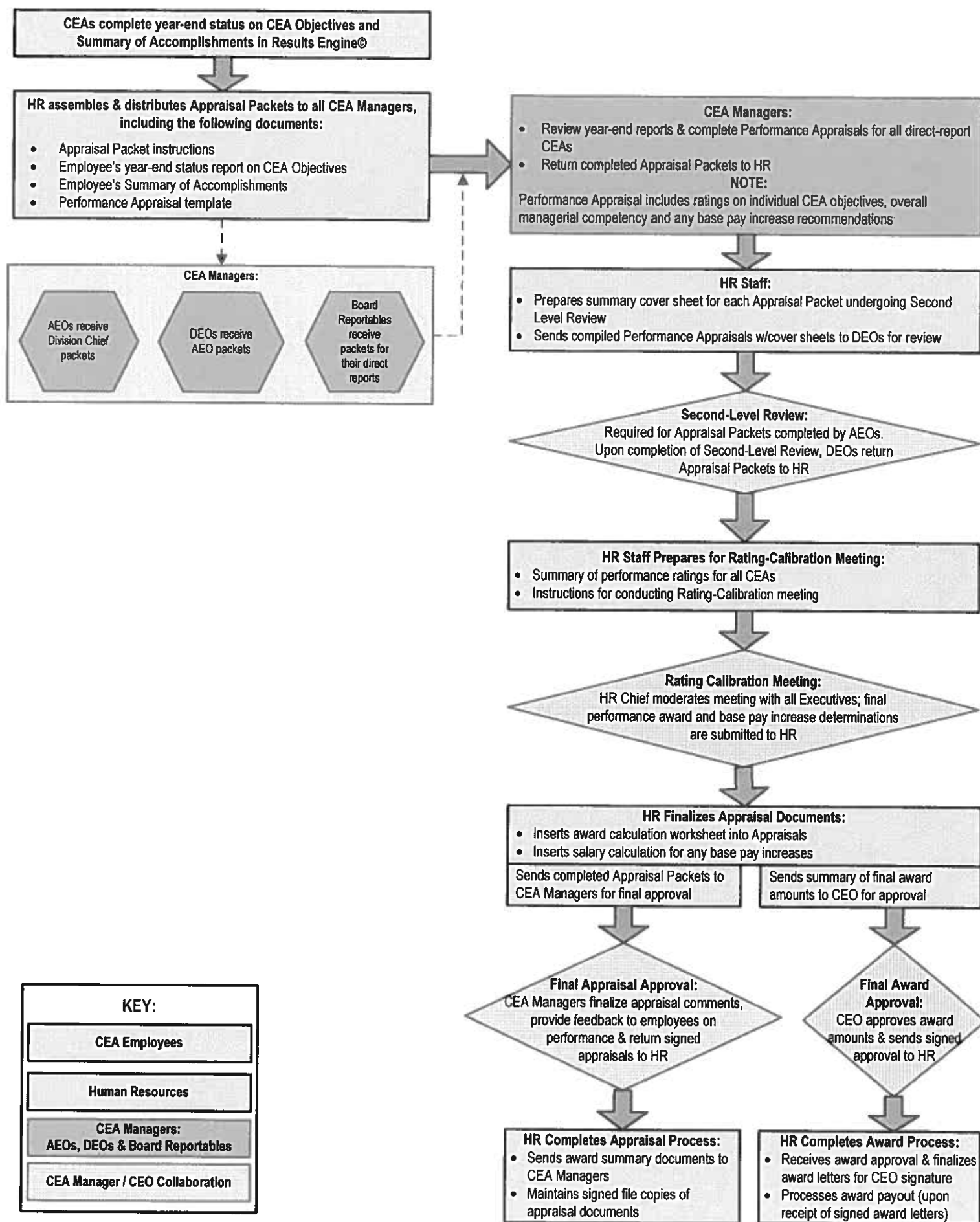
DATE

CEA LEADERSHIP PERFORMANCE EXPECTATION GUIDELINES:
Critical Managerial Competencies

Critical Competency	Performance Expectation
Leadership and Communication	<p>Acts in an ethical, honest and professional manner. Communicates organizational values and personally demonstrates those values in day-to-day actions. Communicates a clear vision of CalPERS' mission and goals. Gains the confidence and commitment of others through enthusiastic expressions of support of the vision and values of the organization.</p> <p>Consistently coaches managers and supervisors to perform at the highest possible level. Uses appropriate influence to inspire and guide staff toward goal achievement. Establishes rapport and gains trust by modeling values-based behaviors and authentic two-way communication.</p> <p>Promotes innovation by encouraging employees to take reasoned and responsible risks without negative consequences. Demonstrates trust by delegating to the lowest appropriate level and creating an environment that is supportive and fosters development and change. Gains support for new ideas and courses of action by sharing information, encouraging feedback, listening respectfully, and acknowledging individual concerns.</p> <p>Demonstrates sound judgment by making decisions that improve situations, foster the good of the organization, and lead to achievement of strategic goals and business objectives. Takes ownership and accountability for decisions, commitments and actions.</p> <p>Promotes teamwork and cross-functional collaboration and communication in support of CalPERS strategic goals. Avoids self-interest. Presents well-organized arguments that are issue-oriented, not personal. Resolves disagreements by first identifying common ground and then exploring differences. Shares the credit for good ideas and acknowledges the contributions, creativity and abilities of others.</p>
Diversity Awareness	<p>Demonstrates diversity awareness and personally cultivates a positive work environment where the differences of all staff are recognized and valued. Promotes a high-performance culture where employees are encouraged and enabled to perform to their greatest potential and maximize their contributions to CalPERS. Through personal example and leadership, promotes a climate where all are treated with dignity and respect.</p>
Commitment to 360° Leadership Action Plan	<p>Takes advantage of the opportunity to enhance personal and professional development by participating fully in CalPERS 360° Leadership Program, by (1) establishing an action plan to address specific areas identified, (2) discussing the plan with immediate supervisor, and (3) demonstrating a personal commitment to follow through with the action plan.</p>
Human Resource Management	<p>Ensures that employees receive clear performance expectations, sufficient resources, adequate supervision, training, and ongoing coaching, feedback and timely, accurate performance evaluations. Maintains current knowledge of human resource policies and practices. Administers collective bargaining agreements appropriately and contributes to effective labor-management relations. Consistently relies on sound human resources principles and practices within the framework of California civil service law to ensure that positions are allocated appropriately and to hire and retain a qualified, diverse, creative, and motivated workforce. Provides equal opportunity in all selection processes.</p>

Critical Competency	Performance Expectation
Executive / Board Relations	Effectively represents the Division/Office in senior management meetings and at CalPERS Board of Administration meetings. Prepares and/or directs, the preparation of thorough and accurate agenda material; provides sound technical consultation and appropriate recommendations; and makes clear and concise presentations to the CalPERS Board of Administration and Board Committees on relevant issues.
Demonstration of Core Values	<p>Provides quality internal and external customer service through competence, responsiveness, innovation, and teamwork, seeking to "do it right" the first time.</p> <p>Demonstrates respect for others, both inside and outside of CalPERS, by being courteous, considerate, and professional.</p> <p>Demonstrates a high degree of integrity, honesty and ethical behavior.</p> <p>Demonstrates openness and trust by being straightforward, listening respectfully, sharing information, and being receptive to new ideas.</p> <p>Demonstrates accountability by taking ownership and responsibility for one's own actions and/or inaction and the subsequent outcomes; accepting that good faith risks will not be punished.</p>
Succession Planning Management	Participates in ongoing succession management program to assess the workforce and create strategies to retain and develop the skills of employees; designs training, development and knowledge transfer strategies to meet future workforce needs. Contributes to the development of organizational competencies and skills by providing opportunities for individual staff development and continuous improvement.
Business Planning Process and Fiscal Management	<p>Actively participates in the business planning process by establishing clear, measurable operational objectives which align with CalPERS strategic goals. Develops success factors and identifies resource requirements to support organizational priorities. Utilizes agreed upon methodology to develop and document business objectives and resource needs.</p> <p>Ensures cost effective use of resources, i.e. operational expenses, equipment and staff resources, identifying cost savings wherever possible and contributing to the overall prudent management of CalPERS trust funds.</p>

CEA Annual Appraisal Process



SECTION 14:

PAY DIFFERENTIALS

PAY DIFFERENTIAL 71
LIMITED DURATION CEA PAY DIFFERENTIAL

Established: 01/01/97

Revised: 07/01/98; 02/17/06; 01/31/08, 01/01/10

CLASS TITLE	CLASS CODE	CB/ID	DEPARTMENTS
Career Executive Assignment	7500	M01 E99 E79	All Departments

RATE	EARNINGS ID
1%	8C13
2%	8C12
3%	8C14
5%	8C5
6%	8C6
7%	8C7
8%	8C8
9%	8C9
9.9%	8C11
10%	8C10

CRITERIA	
•	The incumbent of a CEA position assigned higher-level responsibilities for 3 months to a maximum of 24 months may receive one of the percentage rates listed above.
•	The base salary combined with the pay differential may not exceed the maximum rates for the CEA class.

IF APPLICABLE, SHOULD PAY DIFFERENTIAL BE:	
PRO RATED	Yes
SUBJECT TO QUALIFYING PAY PERIOD	No
ALL TIME BASES AND TENURES ARE ELIGIBLE	Yes
SUBJECT TO PERS DEDUCTION	No

INCLUSION IN RATE TO CALCULATE THE FOLLOWING BENEFIT PAY	
OVERTIME	N/A
IDL	Yes
EIDL	Yes, if applicable
NDI	No
LUMP SUM VACATION	No
LUMP SUM SICK	No
LUMP SUM EXTRA	No